

Certified Public Manager Project 2016

LLR OHR Onboarding & OIE New Hire Orientation

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February 2016

South Carolina Department of Labor, Licensing & Regulation

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Introduction

In 1994 the South Carolina Legislature created the South Carolina Department of Labor, Licensing and Regulation (LLR) by combining 40 separate state agencies including the Department of Labor, the State Fire Academy, the Office of the State Fire Marshal and 38 professional and occupational licensing boards. Legislators envisioned an organization that would promote efficiency and build accountability while delivering the highest level of customer service. The Department of Labor, Licensing and Regulation is a member of the Governor's executive cabinet and must be headed by a Director.

Mission: The Department of Labor, Licensing and Regulation (LLR) mission is to promote the health, safety and economic well-being of the public through regulation, licensing, enforcement, training and education. Our mission goes hand-in-hand with the Governor's effort to raise personal incomes of South Carolinians by creating a better environment for economic growth, delivering government services more openly and efficiently, improving quality of life, and improving our state's education.¹ LLR accomplishes its mission by:

- Promoting an environment of growth and innovation which allows regulated businesses and professionals to operate successfully and free of overly restrictive and unwarranted regulation.
- Providing cost efficient administration and periodic review of licensing and certification programs to assure the appropriate protection of the public.
- Conducting required inspections, complaint investigations, and enforcement activities in a manner that is fair, accountable and cost effective.
- Providing businesses and industry, the fire service, its licensees and the public relevant training and education programs.

¹ LLR Website -- www.llr.sc.gov

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Office of Investigations and Enforcement (OIE)

The Office of Investigations and Enforcement (OIE) is one of two divisions within the Division of Professional and Occupational Licensing (POL). OIE is responsible for investigating complaints involving a possible violation of a professional or occupational practice act. OIE also investigates Labor complaints for wage disputes and child labor, as well as conducts Inspections of designated entities.² OIE is organized as follows:

Investigations -- Health and Medical Programs

Child Labor	Medical	Physical Therapy
Chiropractic	Nursing	Podiatry
Counselors	Occupational Therapy	Psychology
Dentistry	Opticianry	Social Work
Dietetics	Optometry	Speech Audiology
Long Term Care	Pharmacy	Veterinary
		Wages

Investigations – Building and Business Programs

Residential Builders	Soil Classifiers	Auctioneers
Building Codes	Pilotage	Geology
Environmental	Real Estate	Barbers
Manufactured Housing	Appraisers	Funeral
Contractors	Cosmetology	Architects
Foresters	Massage Therapy	Engineers
		Landscape Architects

Inspections

Athletic	Cosmetology	Real Estate
Barber	Funeral	Veterinary
Cemetery	Mobile Dental	

² *LLR Website -- www.llr.sc.gov*

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OIE Organizational Structure

The organizational structure of OIE consists of an Assistant Deputy Director, five Chief Investigators (supervisors)—three assigned to the Health and Medical Program investigations, two assigned to the Building and Investigations, and one Chief Inspector assigned to Inspections. Each Chief Investigator has several boards assigned to their respective investigations teams, for which they are responsible for supervising and overseeing the investigative actions.

Problem Statement

The South Carolina Department of Labor, Licensing and Regulation (LLR) currently has a six hour new employee orientation program that takes place during the first month of employment with the agency. Employees also have a follow-up meeting with the benefits manager within this time period as well as department orientation. There is no process currently in place to help supervisors adequately prepare for and work with new employees to achieve maximum productivity and engagement during their first year of employment with the agency. The Office of Human Resources at LLR (LLR OHR) has identified this as an opportunity for improvement because research shows that engaging employees early in their career leads to greater employee satisfaction levels, productivity, and retention. Successful onboarding at the human resources level yields measurable returns to the agency as a whole, through increased productivity, lower rates of attrition, greater alignment with the agency's strategic plan, and strengthened competitiveness. Currently, there is no formal orientation process within the Office of Investigations & Enforcement (OIE) for new hire investigators after they have been onboarded by LLR OHR. It is important to make certain that new hire investigators are provided

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orientation information pertaining to OIE organizational structure, functions, policies and procedures, performance expectations, their role, and training.

According to the 2008 Corporate Board article, “What the Best Companies Do” (www.executiveboard.com), “an effective onboarding program can increase employee engagement, integrate new hires to the organizational culture, reduce employee turnover, improve employee morale and reduce time to productivity for new hires”. While employee retention, satisfaction levels and engagement within the first year of employment have not been identified as problems in the agency, an extensive onboarding program will improve new hire performance. In the last four years, the LLR OHR has worked to improve new hire orientation. Development and implementing an onboarding program is the logical next step. Onboarding is defined as “the process that starts with the first contact of a new hire building and establishing engagement earlier in the employment stage and continuing after traditional orientation program ends. (*HR.com Educational Webcast: “Best Practices in Onboarding & Employee Orientation”*, Michael Moretti).

*Research and conventional wisdom both suggest that employees get about 90 days to prove themselves in a new job. The faster new hires feel welcome and prepared for their jobs, the faster they will be able to successfully contribute to the firm’s mission.*³

Currently, there is no formal orientation process within OIE for new hire investigators. In addition to the *LLR OHR Onboarding process*, there should be a uniform, formal orientation process within OIE for new hire investigators. This process should outline the people, processes, training, technology and resources available to them, so as to provide a proper foundation for investigators to

³ “Onboarding New Employees: Maximizing Success” by Talya N. Bauer, PH.d

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professionally and adequately perform within their assigned positions. This process should be uniform across OIE supervisors.

Given the large number of investigators in the unit, the nature of what's involved when conducting investigations of professional licensees who are oftentimes highly educated and skilled, it is important to make certain that new hire investigators are provided orientation information pertaining to the following:

- a. The unit organizational structure.
- b. Unit functions, policies and procedures, and their assigned tasks.
- c. Training
- d. Technology, Tools, Resources available.
- e. Performance Expectations.

Coupled with the *LLR OHR Onboarding process*, the *OIE New Hire Orientation Program* would serve to further enhance their experience by providing information that is specific to their role in OIE.

Data Collection

Data was collected from employees, supervisors, managers, and Agency Senior Management relative to opportunities for improving the *LLR OHR Onboarding process*. Structured and semi-structured interviews were conducted by phone or face-to-face with the staff of the various departments to obtain useful data. Questionnaires and surveys were prepared and handed out for data collection. Data was also collected from books, magazines, via e-mail and from online sources. Previous research was reviewed to determine the best method to deploy the onboarding process. The goal of the data collection for this project was to gather feedback from staff to improve the current process, and to determine what should be included in a comprehensive onboarding program. Suggestions were

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obtained from a focus group of eleven staff members—supervisors and front line staff formally via structured interview questions to them, as well as from informal conversations with them.

The semi-structured interview questions pertaining to the *LLR OHR Onboarding process* (*Attachment A*):

1. *What do new employees need to know about the culture and work environment at LLR? Are we telling them about this on the interview and then reinforcing?*
2. *Are you asking new employees about LLR on the interview, how LLR fits into the candidate's overall career plans? Do you take this into consideration when hiring someone?*
3. *When you have a new hire, what happens on the next day? (the day after the new hire starts)*
4. *What impression do you want new employees to have after their first week on the job?*
5. *Do we make our new hires feel welcome?*
6. *How do you make a new hire feel welcome to your department?*
7. *Do we show them (new hire) how much they matter?*
8. *Have we broken our department orientation program down into bite-sized chunks?*
9. *Do we have an effective mentoring program?*
10. *Do we help our managers do their part well?*
11. *Do you think New Hire Orientation is the only onboarding process for a new employee of LLR?*
12. *Taking salary out of the equation, how can we build LLR loyalty with new employees?*
13. *What type of on the job training does a new hire receive?*
14. *How often are you giving one on one feedback to your employees?*

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A questionnaire survey (**Attachment B**) was distributed to OIE staff—Administrative Assistants and other support staff, Investigators, Chief Investigators, OIE Senior Management—via the online survey tool *Survey Monkey* (www.surveymonkey.com). This survey solicited feedback relative to the four areas listed below:

1. Input relative to how the *OIE New Hire Orientation Program* should be structured.
2. Input relative to the information that should be included in the *OIE New Hire Orientation Program*.
3. Input relative to the tools and resources available to investigators.
4. Training required / proposed, and the stages at which the training should be achieved.

The goal of survey was to obtain feedback from OIE staff relative to the need for implementing the OIE New Hire Orientation Program, and to gain their perspective on how the *OIE New Hire Orientation Program* should be structured, and what some of the key components should be.

Data Analysis

The focus group responses indicate that new employees are satisfied with their LLR OHR onboarding experience at LLR. However, the respondents unanimously felt that an onboarding program was necessary. Some of the suggestions and current practices:

- LLR's culture is very professional and requires repetitive, accurate and detail oriented work. Employees should also expect interaction with the public and multiple professions. Most leaders do a very good job of communicating these issues during the interview. Some may agree that we have not always succeeded at reinforcing modeling, coaching, positive counseling and mentoring.

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- LLR's Office of Disciplinary Counsel (ODC) is in the process of starting a new training program, which should culminate in the very near future. ODC currently has an office manual, and a desk procedures manual for support staff, which is task based. There are codes and regulations, IRC procedures, disciplinary flow charts, appeals briefs and Licensing Laws Notebooks, which are used to garner knowledge of basic licensing laws for their new hire employees. They have a legal forms directory, and a hard copy forms directory, with explanations of the forms, which is provided to new employees. ODC trains all new employees on the case management system and using SCEIS. Most of the OJT consists of mentoring by an employee that has the skills and experience, along with supervisor support.

New employees need to know that we are dedicated to providing effective and efficient service to the public. They need to know we are committed to equipping our employees with the training and tools necessary to enable them to be successful in their individual positions within the agency, but also focus on the importance of teamwork and building a positive work environment. We want them to know that they were hired because we value what they bring to the agency, that we want to cultivate it, and in return, we want to see them "shine" professionally. A great deal of time is spent with new hire employees, introducing them to other agency staff, and insuring that they know where and how to gain support or information. Communication and their involvement from the beginning is very important to the onboarding process. It is crucial that supervisors are also on the front line, working right along with new hire employees, to ensure that they get what they need in order to become a productive employee. Setting aside time to mentor new hire employees serves to increase morale, productivity, and longevity, thereby decrease other negative elements.

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Some of the mentoring relative to getting the technical parts of the job done can be achieved by pairing new hire employees with others that perform similar job functions. This action has proved to be very helpful with the onboarding process. Getting people to the point where they feel invested so that they provide their full talent is more challenging. We aim to meet this challenge by focusing attention on the needs of the new hire, and hopefully this can be addressed via the onboarding process.

Some of our managers have a "primary" mentor assigned to the new hire employee, but may also have others that "buddy up" with them as well so that they can appreciate the team atmosphere. For example ODC welcomes their new hires with an internal 'meet and greet' where they are formally introduced to ODC staff, as well as external staff that they will be interacting with. They are also taken to lunch by staff to further welcome them. They are also informed of the social activities within the office. Supervisors usually spend a great amount of time interacting with new employees during the first week. It is believed that these endeavors are not practiced throughout the agency. These suggestions are ones to be carried forward with the *OHR New Hire Onboarding process* agency wide to encourage more of these types of activities for new hire employees.

Pursuant to a review of the *Survey Monkey* responses regarding the *OIE New Hire Orientation Program*, key findings were noted for the following questions:

1. *How should the OIE New Hire Orientation Program be structured?*

- a. *Welcome from Agency Director and/or Senior Management with outline of expectations.*
- b. *Provide a PowerPoint presentation with an overview of the unit.*
- c. *Have all Chief Investigators to greet new hires, tell them about what their role is.*
- d. *Identify key staff from other agency departments that they will be working closely with.*

2. *What TOPICS should be covered during the orientation?*

- a. *LLR Mission / OIE Mission*
- b. *Policies and Procedures – Manual Overview*
- c. *Training*
- d. *OIE Organization Chart and staff phone directory*

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3. ***How long should the OIE New Hire Orientation process be?***
 - a. 3-5 days
4. ***How should we WELCOME new hires into to OIE?***
 - a. Send an email to all staff welcoming the new hire.
 - b. Hold a 'meet 'n greet' with all OIE staff.
 - c. Formal welcome from OIE Senior Management.
 - d. At a quarterly reception to welcome all new hires hired during the quarter.
 - e. With a tour of the Agency.
5. ***What should take place on the FIRST DAY in OIE for a new hire? Within the FIRST WEEK?***
 - a. ***First Day***
 - i. Meet OIE staff, teammates.
 - ii. Meet with Chief Investigator.
 - iii. Assign work station, equipment, obtain supplies, etc.
 - iv. Provide OIE Policy and Procedure Manual.
 - b. ***First Week***
 - i. Assign to mentor, begin training with them.
 - ii. CI should review the EPMS information
 - iii. Tour of Agency
 - iv. Familiarize themselves with statutes and regulations for the boards that they are assigned.
6. ***Along with the immediate supervisor, who else should be involved with the orientation of new hires?***
 - a. OIE Senior Management
 - b. Assigned Mentor
 - c. Agency Director
7. ***Besides the immediate supervisor, who are the PEOPLE within and outside of OIE that the new hire should meet early on?***
 - a. OIE Senior Management
 - b. Chief Investigators
 - c. OIE Admins / other support staff
 - d. OBS Board Administrator for their assigned boards
 - e. ODC staff attorney for their assigned boards
 - f. Agency Director

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8. *How should information regarding OIE POLICIES and PROCEDURES be disseminated to new hires?*

- a. *PowerPoint presentation*
- b. *Hardcopy manual*
- c. *Online manual*

9. *What TRAINING should an OIE new hire receive, and at what point?*

a. *First Week*

- i. *Policies and Procedures Manual Review*
- ii. *Complaint Process*
- iii. *ReLAES*
- iv. *Medical Terminology*
- v. *Board Statutes*
- vi. *Litigation Summary and other forms used with investigations.*
- vii. *Business and Professional Writing*

b. *Second Week (or later)*

- i. *CLEAR*
- ii. *Reid Investigative Techniques*
- iii. *Trial / testifying*
- iv. *Disciplinary Process Flow*

10. *Additional Comments / Suggestions / Ideas, etc.*

- a. *Opportunities for career advancement should be discussed at orientation.*
- b. *Implementing an Assistant Chief position which would be responsible for training new hires, and serve as fill-in for the Chief Investigation where needed.*

The potential cause / contributing factor to the problem of not having a new hire orientation process for new employees to OIE has been the lack of having a formal policy and procedure manual for all staff. There has not been a concentrated focus on the concept of onboarding new hire investigators to OIE. A new OIE Policy and Procedure manual was drafted in 2015, and is pending rollout by OIE Senior Management.

Implementation Plan

Action Steps for implementation of the *OHR New Hire Onboarding process*:

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1. Present recommendations to Executive Staff for approval.
2. Make any suggested revisions.
3. Provide training on conducting interviews to supervisors, prior to their participating on an interview panel.
 - a. Focus on scripts, supplemental questions, interview questions, and interview behaviors.
4. Update and improve the *Manager Tool Kit* on the agency's Intranet.
 - a. Provide current samples of interviewing questions that focus on identifying candidates relative to their chemistry, capability, and compatibility.
 - b. Provide updated interview forms--Justification, Reference Check, and Checklist forms.
 - c. Provide NEOGOV instructions to new and current managers.
5. Create a Buddy Sponsor system that supports the Onboarding concept.
 - a. Provide training, create checklists, and reward those chosen to serve as a 'Buddy'.
 - b. Designate a 'Buddy' in each department to serve as the "go to" person for new employees.
6. Establish partnerships with the OHR Team, Managers, and the newly created 'Buddy' members.
 - a. The HR Team will onboard the new hire, conduct new hire orientation, train, and support the managers on the onboarding process.
 - b. Managers will insure that all steps are taken prior, during, and after the employee reports to work with LLR.
 - c. The 'Buddy' will act as the sponsor and a resource for any questions to help guide the employee with relationship building, knowledge attainment, and problem solving.
7. Actions planned for the future:

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- a. Designing the enhancement to the program.
- b. Training managers on changes to the program.
- c. Promoting the enhanced program.
- d. Rolling out the enhanced program.
- e. Evaluating the enhanced program.

Most of the steps in the plan can be executed with little or no cost to the agency. The training department can develop the information to be provided prior to the hire date for the intranet and design the program. The training department will be the unit responsible for all resources (paper, books, slide show, man power, and equipment) needed. The training department will be responsible for working with supervisors to create formal job-specific training plans. There is no long-term obstacle to implementation of this program; however, several short-term obstacles exist. Currently, the agency is undergoing a major leadership change. This change and activities require massive amount of time and energy from all employees. Gaining the buy-in of current and new leadership will be crucial and is not feasible at this time due to the possible change in state government leadership within the next year. The most complex component of this program, formalized training plans, will require much legwork and will be completed over time. During each phase of the implementation, care will be taken to ensure roles and responsibilities are clearly defined and leadership buy-in is in place.

The timeframes for implementing the various part of the program are:

- | | |
|-------------------------------|----------------|
| 1. Interviewing Training | May 2016 |
| 2. Manager Tool Kit | July 2016 |
| 3. Partnership Implementation | September 2016 |
| 4. Bubby System | December 2016 |

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Managers will be trained on the enhancements to the current *LLR OHR Onboarding process*, and the new process will be promoted to employees. The enhancements made to the current program will become part of the new LLR OHR Onboarding process.

In order to implement the *OIE New Hire Orientation Program*, the following *actions* would be required:

A. Actions:

1. Rollout of the OIE Policy and Procedures manual to all staff.
2. Identify the key players from LLR Human Resources, OIE Senior Management, and the Chief Investigators, who will be responsible for participating in the draft, design, and implementation of the *OIE New Hire Orientation Program*, and determine what their role will be.
3. Analysis and review of the survey feedback by the key players.
4. Formal draft and design of the *OIE New Hire Orientation Program* by the key players, utilizing the survey data.
5. Implementation / rollout of the *OIE New Hire Orientation Program* by the key players.

B. The timeframe and costs:

1. Timeframe for implementation would be contingent upon the key players being able to come together, to draft, design, and finalize the *OIE New Hire Orientation Program*, for rollout to OIE staff. It would also be in conjunction with the timeframes noted for the *LLR OHR Onboarding process*.
2. The major costs would be based on the salaried hours associated with the key players involved with the draft, design, and implementation of the *OIE New Hire Orientation*

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Program. The minor costs would be associated with the materials (paper, supplies, etc.) and equipment needed to operate the program on an ongoing basis.

C. Potential Obstacles / Methods to Overcome:

1. The key players that would be involved with the project are high level managerial staff. As such, the primary obstacle will be that of gaining their buy-in to make this project a priority. They would have to be willing to commit the time necessary to see the *OIE New Hire Orientation Program* thru to implementation.

The method to overcome this would be to layout the purpose of the *OIE New Hire Orientation Program* to the key players, and how it will benefit OIE staff. The *Survey Monkey* responses would serve as supporting evidence of the need for this program. Hopefully, this information will encourage commitment from the key players to come together, and work towards achieving implementation of the *OIE New Hire Orientation Program*.

- D. Potential Resources – LLR Human Resource staff, OIE Senior Management, Agency and Director, Chief Investigators, other OIE staff.
- E. Communication with Key Stakeholders -- The designated key players would communicate with OIE staff, on progression of the project.
- F. Integration into Standard Operating Procedures – The OIE New Hire Orientation Program, once finalized, would be integrated into OIE Policies and Procedures Manual.

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Evaluation Method

Evaluation of the *LLR OHR Onboarding process* will be done by periodic surveys of new hires and their supervisors to determine which elements are beneficial and to identify opportunities for improvement. New hires, along with the supervisors who responded to the focus group for this project, will be asked to evaluate the new tools and components prior to the process being rolled out to the agency. Pilot sessions of the new components will be conducted where practical.

An evaluation of the *OIE New Hire Orientation Program* will consist of obtaining feedback from the OIE new hire employees, Chief Investigators, and OIE Senior Management to determine the effectiveness of the *OIE New Hire Orientation Program*. Survey data will also be collected, and used to monitor and measure the results of the implementation, and functionality of the *OIE New Hire Orientation Program*.

Summary and Recommendations

A strong foundation has been laid for the LLR OHR Onboarding program. Some of the suggestions have already been implemented. Throughout the next year additional components will be put into place and adjustments made based on changes in the agency and the needs of employees. The integration of the *OIE New Hire Program* into the *LLR OHR Onboarding process*, will further serve to strengthen the overall onboarding process for new employees to LLR, as well as to OIE. A concerted effort will be made to ensure buy-in from agency senior leadership, and their communicating the importance and value of these programs to the agency.

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References and Resources

- “*From Orientation to Onboarding*” South Carolina Budget & Control Board, Office of Human Resources
- “*What the Best Companies Do*” www.executiveboard.com. 2008
- “*Onboarding New Employees: Maximizing Success*” by Talya N. Bauer, PH.d
- www.hrworld.com
- www.llr.sc.gov
- www.trainingtime.com

LLR Staff – Questionnaires / Survey Respondents

Alston, Ramona	Brown, Wayne	Hinson, Gregg	Rawls, Robin	Williams, Diana
Andrews, Deleon	Cook, Sharon	Kirby, Reginald	Ray, Byron	Wolfe, Sharron
Bailey, Ashley	Dempsey, Andy	Thomas-Koger, Marlo	Richardson, Theresa	
Atkinson, Rod	Dunn, Rick	Laney, Robert	Rivera, Adrian	
Bell, Christa	Eanes, Dwayne	Miller, Andrew	Smith, Maurice	
Bellino, Lory	Flohr, Phillip	Miller, MaryAnn	Stillwell, Jennifer	
Boland, Robbie	Graham, Lorie	Myers, Althea	Summerford, Linda	
Bond, Ervin	Hanks, Pat	Obrien, Sara	Trotter, Ray	
Bouye, Renee	Haynes, Jason	Page, Angela	Trowell, Kristen	
Breaux, Jessica	Henson, Van	Pigford, Rodney	Williams, Erica	
Brisbon, Ratisha	Hicks, Susan	Poole, William	Wilks, Anthony	

Attachment A

- LLR OHR Onboarding Questionnaire



On Boarding Focus Group Meeting Questions

- What do new employees need to know about the culture and work environment at LLR? Are we telling them about this on the interview and then reinforcing?

- Are you asking new employees about LLR on the interview, how LLR fits into the candidate's overall career plans? Do you take this into consideration when hiring someone?

- When you have a new hire, what happens on the next day? (the day after the new hire starts)

- What impression do you want new employees to have after their first week on the job?

- Do we make our new hires feel welcome?

- How do you make a new hire feel welcome to your department?

- Do we show them (new hire) how much they matter?

- Have we broken our department orientation program down into bite-sized chunks?

- Do we have an effective mentoring program?

- Do we help our managers do their part well?

- Do you think New Hire Orientation is the only on boarding process for a new employee of LLR?

- Taking salary out of the equation, how can we build LLR loyalty with new employees?

- What type of on the job training does a new hire receive?

- How often are you giving one on one feedback to your employees?

Attachment B

- OIE New Hire Orientation Program
Survey Monkey Survey

OIE New Hire Orientation Program

Welcome to the OIE New Hire Orientation Program Survey

1 / 12

8%

Hi! You have been selected to provide feedback relative to the creation of a New Hire Orientation program within OIE for new employees. Your input is very important! to the design, implementation, and ultimate success of this program. Please take a few minutes to provide your feedback. All responses are strictly **CONFIDENTIAL! Your prompt attention and completion of this survey is greatly! appreciated. Thank you! for participating in this survey.**

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End the Survey

OIE New Hire Orientation Program

OIE New Hire Orientation Program

2 / 12

17%

*** 1. How should the OIE New Hire Orientation Program be structured?**

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OIE New Hire Orientation Program

[+ Add Page Title](#)3 / 12 25%

* 2. What TOPICS should be covered during the orientation?

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OIE New Hire Orientation Program

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33%

* 3. How long should the orientation process be? Why?

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42%

* 4. How should we WELCOME new hires into OIE?

*** 5. What should take place on the FIRST DAY in OIE for a new hire? Within the FIRST WEEK?**

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Full Survey

**OIE New Hire
Orientation
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7 / 12

58%

* 6. Along with the immediate supervisor, who else should be involved with the orientation of new hires? Why?

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8/12

67%

*** 7. Who are the PEOPLE within and outside of OIE that the new hire should meet early on?**

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9/12

75%

*** 8. How should information regarding OIE POLICIES and PROCEDURES be disseminated to new hires?**

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10 / 12

83%

*** 9. What TRAINING should an OIE new hire receive, and at what point?**

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11 / 12

92%

[Edit](#)

* 10. Additional Comments / Suggestions / Ideas, etc.

Althea Myers

Subject: FW: CPM Project 2016 -- LLR OHR ONBOARDING & OIE NEW HIRE ORIENTATION -- Draft 2

From: Wtomes [<mailto:wtomes@aol.com>]

Sent: Thursday, January 28, 2016 6:47 PM

To: Althea Myers; Eric Thompson

Subject: Re: CPM Project 2016 -- LLR OHR ONBOARDING & OIE NEW HIRE ORIENTATION -- Draft 2

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Althea and Eric,

Congratulations, your project has been approved. Please make a bound copy and send it to Stephanie. I hope your onboarding process will be fully implemented.

Bill